

T-374-77

2 February 1977

MEMORANDUM FOR:

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THROUGH

: Acting Director, Center for Policy Support

FROM

: Robert Gates *RG*
Soviet and East European Affairs
Center for Policy Support

SUBJECT

: DDI Research in the Soviet Area

1. As each of you is well aware, there is little consultation among offices in the directorate prior to developing research programs in the Soviet area. Most research and production within the DDI is programmed by the individual offices on the basis of self-initiated projects or tasking from the NIOs or intelligence consumers. Consultation at the managerial level has been infrequent.

2. One of the principal responsibilities of the Center for Policy Support is to encourage greater consultation, cooperation and collaboration among the various DDI offices working on common geographic or functional areas. In this connection, I have discussed with each of your office chiefs the desirability of more regular consultations within the DDI among managers of components doing research in the Soviet area. I have proposed and obtained their approval to begin quarterly meetings -- perhaps more frequently if mutually agreed -- of division chiefs to discuss work underway on the USSR in the DDI and common management concerns relating to analysis in the Soviet area. There would seem to be no shortage of topics for the agenda of such meetings, as for example, discussion of:

--priority research requirements in the DDI in the Soviet area, particularly in light of recent NFIB discussions and directed follow-up to NIEs [redacted] on Soviet objectives and perceptions;

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--existing research (computer listing to be provided several days before meeting as basis for discussion). Identification of significant additional projects underway or under consideration;

--possible multi-disciplinary projects, including projects underway or being considered in individual offices which might be improved by contributions from other offices or by joint work;

--greater consultation among offices in planning research programs on the USSR;

--the impact of current policy support on organized research;

--DDI external research in the Soviet area;

--problems relating to shortages of trained analysts and other management concerns that, jointly identified, might be communicated to the DDI with recommendations for remedies.

3. This informal consultative process will begin with a meeting of the addressees of this memorandum in the CIA Operations Center Conference Room (7F27) on February 10, 1977 at 2:00 p.m. If you cannot attend, please let me know [redacted]

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